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ABSTRACT

Based on observations made at the National Library Service for the Blind and Physically Handicapped (NLS) on September 8, 9, and 10, 1982 and on documents supplied by NLS, this report compares standards published in the 1979 document entitled "Standards of Service for the Library of Congress Network of Libraries for the Blind and Physically Handicapped" with five areas of NLS operations: (1) organization, administration, budget, and planning; (2) personnel and facilities; (3) resource development; (4) service to users; and (5) public education and information services. It is noted that NLS provides braille materials, cassettes, hard and flexible disk books, playback equipment and accessories, musical scores, books about music, and music instructional materials to eligible Americans living in the United States and abroad, by means of a cooperative network of libraries. The report states that NLS meets all the major standards for resource development and user service and that it meets or exceeds most of the other required standards. An NLS organizational chart and a list of nine recommendations for improving the internal operation of NLS and its service to the network are provided. (ESR)

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NATIONAL LIBRARY SERVICE FOR THE BLIND AND PHYSICALLY HANDICAPPED

WORKING PAPER

January 12, 1983

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This report was prepared by Battelle's Columbus Laboratories under contract with the Library of Congress, National Library Service for the Blind and Physically Handicapped. It is part of "Evaluation of NLS and Network Libraries in Relation to ALA Standards of Service for the Blind and Physically Handicapped" (LC Contract 2327). The report is based on observations by Ann Walker Smalley and Kathryn Mendenhall at the library on September 8, 9, and 10, 1982 and documents supplied at that time. The Standards referred to in this report are Standards of Service for the Library of Congress Network of Libraries for the Blind and Physically Handicapped. (Association of Specialized and Cooperative Library Agencies, American Library Association; Chicago, IL; 1979; 72 pp., $4.50.)

Organizations undertaking such projects under Government sponsorship are encouraged to state their findings and express their judgments freely. Therefore, points of view or opinions stated in this document do not necessarily represent the official position of the Library of Congress.

SUMMARY

The National Library Service for the Blind and Physically Handicapped (NLS), a division of the Library of Congress, has the responsibility for the national reading program for blind and physically handicapped individuals. Since 1931, NLS has produced books in special formats to be distributed by a network of cooperating libraries.

NLS provides braille, cassette, and hard and flexible disc books, playback equipment and accessories, publications, research and development, and consultant services. Direct patron services, except for music and to American citizens living abroad, is provided network libraries. NLS operates, under contract, four multistate centers to provide back-up supplies of books, machines, and publications to the libraries.

NLS prepares a long-range plan for its own operation and distributes the plan to the network. All NLS Divisions participate in the development of the plan, which is used as a blueprint for staff activities and evaluations. The budget is included in the plan and, it is based on the Divisions' activities in the long-range plan.

The NLS pursues an active research and development program which includes research for product development such as a combination machine, and evaluation research such as a study of the use of volunteers by network libraries. Results of the research are shared with the network.

The Network Division coordinates the consultant program which includes one full-time consultant and five part-time consultants. Consultants serve as liaison between network libraries and NLS. Consultants schedule regular visits to the regional libraries to communicate NLS activities, to provide assistance in solving in library problems, and to monitor the use of NLS materials and equipment.

NLS collects statistics to document and evaluate readership and circulation activities. An annual survey collects additional data about activities, staff, and facilities.

NLS provides the regional libraries and multistate centers with reading materials in special formats and with related playback equipment for distribution to eligible patrons. Musical scores, books about music, and instructional music recordings are an exception, with NLS developing, maintaining, and circulating a music collection for the entire network. NLS also maintains an archival collection of materials it produces in quantity, and small circulating collections of materials in all NLS-produced formats for use in international interlibrary loan and serving U.S. citizens living abroad.

NLS provides user service to network libraries and patrons through the following activities: 1) circulating musical scores, books about music, and music instructional materials in special formats to eligible readers in the U.S. and abroad, 2) circulating NLS-produced materials to eligible U.S. citizens living abroad, 3) circulating NLS-produced materials to eligible walk-in patrons, 4) providing reference and informational services to the general public and related organizations, and 5) serving as a back-up to the network for resources and reference assistance.

The Publications and Media Section coordinates a public education and information program. NLS produces a variety of catalogs, newsletters, handbooks, and other publications for the libraries to use to inform patrons and the public of their activities. Public service announcements for both radio and television have been produced and distributed by NLS.

PART 1. ORGANIZATION, ADMINISTRATION, BUDGET AND PLANNING

This report is based on observations at the National Library Service for the Blind and Physically Handicapped (NLS) on September 8, 9, and 10, 1982 and on documents supplied by NLS.

Library Service to the Blind and Physically Handicapped

The Library of Congress, National Library Service for the Blind and Physically Handicapped (NLS), has the responsibility for the national reading program for blind and physically handicapped individuals. It was given the responsibility for service to blind adults in 1931, under the Pratt-Smoot Act, when it became apparent that there was an increasing need for general reading material for the blind. Prior to 1931, books for the blind were provided by a few service organizations and public or state libraries, but both the material and its distribution were limited. Subsequent extensions to the program have provided service to blind children (1952) and to physically handicapped individuals who cannot use conventional print material (1966). In 1962, the scope of the collection was expanded to include musical scores and music instructional material.

NLS administers the national program through a cooperative network of libraries. In 1931, 18 libraries were designated as regional libraries for blind persons to serve as distribution centers for the books and equipment provided by the Library of Congress. By the mid-1970s, there was at least one library in every state, except Wyoming and North Dakota, and in the Virgin Islands and Puerto Rico. The network now has approximately 160 cooperating libraries to serve a combined readership in all media of over 800,000.

NLS provides braille, cassette, and hard and flexible disc books, playback equipment and accessories, publications, research and development, and consultant services. Direct patron service, except for music and to American citizens living abroad, is provided by the network libraries, which provide staff and facilities. NLS operates, under contract, four multistate centers to provide back-up supplies of books, machines, and publications to the libraries.

Organization and Legal Basis

The Library of Congress has been authorized to provide books and other materials to the blind since the passage of the Pratt-Smoot Act on March 3, 1931. That law has been amended three times. The first amendment, in 1952, extended the program to include blind children. The second amendment (October 9, 1962) expanded the responsibility for collection development of the Library of Congress to establish and maintain a library of musical interpretation and instructional materials and music scores for use by the blind. In 1966, the law was amended to extend the authorization to serve physically handicapped individuals unable to use conventional print materials. The authorization for the Library of Congress to provide this service is Public Law 89-522 (4.1.1.1).

The eligibility requirements for loan of library materials to the blind and physically handicapped appear in the Code of Federal Regulations (36 CFR 701.10). The eligibility criteria are explained for each category of users. The final decision for questions about these criteria is the responsibility of NLS.

Within the organization of the Library of Congress, NLS is under the jurisdiction of the Associate Librarian for National Programs. NLS is one of the Library of Congress programs which has its own legislation and budget. The designation of the program falls between a department and a division. The director of NLS is on the same level or higher than directors of programs of similar scope and responsibility (4.1.1.2).

NLS is organized into the Office of the Director, and two divisions: Materials Development Division; and Network Division (Figure 1). The Office of the Director forms policy, plans programs, and administers the budget. The Publication and Media, Administrative, and Facilities and Materials Handling Sections are under the Office of the Director. The assistant director of NLS supervises these three sections. The Materials Development Division selects, arranges for production, distributes, and oversees bibliographic control of reading materials, and develops, tests, evaluates, and arranges for production of related equipment. The Network Division manages the activities related to network

Organization Chart

Office of the Director
Forms policy and plans programs; coordinates Materials Development Division and Network Division; plans and implements automation activities; plans and coordinates research and development projects.

National Library Service for the Blind and Physically Handicapped
The Library of Congress

June 1982

Materials Development Division
Selects, produces, distributes, and supervises bibliographic control of reading materials; develops, evaluates, tests, produces, and distributes related equipment; coordinates equipment control and repair.

- **Collection Development Section**
  Selects reading materials to be produced in appropriate media. Acquires print books; requests copyright clearance; prepares annotations; maintains liaison with publishers and authors; conducts advisory committees and foreign language program.
- **Bibliographic Control Section**
  Responsible for bibliographic processing, maintenance, and control; establishes national cataloging standards; coordinates union catalog activities and computer produced catalog and related products.
- **Production Control Section**
  Supervises production and distribution of reading materials; monitors and controls production status and distribution.
  - **Recording Studio Unit**
    Determines guidance requirements; provides guidance to manufacturers and volunteers; schedules and records materials.
- **Quality Assurance Section**
  Assures quality and performance of all products in conformance with established standards and specifications.
- **Engineering Section**
  Specifies, develops, and monitors production of products and processes generated by the Materials Development Division; certifies compliance with specifications.

- **Administrative Section**
  Coordinates personnel transactions; maintains travel, training, and other official records; coordinates fiscal and contractual activities.
- **Publication and Media Section**
  Plans and implements publications, exhibits, and other public education programs.
- **Facilities and Materials Handling Section**
  Coordinates shipping and receiving activities and maintenance of the physical facilities.

Network Division
Manages activities related to network development, guidance, and monitoring of service to users in accord with ALA standards; determines user eligibility; maintains liaison with related agencies, volunteers, consumers, and the general public.

- **Braille Codes Section**
  Prepares guides and teaching manuals on all codes of braille; trains, certifies, and advises volunteers and others who produce braille materials.
- **Consumer Relations Section**
  Maintains liaison with individual users and consumer groups; ensures regular consumer input in NLS program; disseminates information about user inquiries; provides international interlibrary loan service and direct service to U.S. citizens living abroad.
- **Music Section**
  Develops, maintains, circulates, and promotes use of national music collection; provides music reference services; develops and distributes instructional materials.
- **Network Services Section**
  Coordinates a variety of national network activities including multistate center operations, audio book advisory service, and consultant services; directs network interlibrary loan program; compiles bibliographies.
  - **Materials Management Unit**
    Maintains and circulates NLS book collections; coordinates excess and redistribution program.
- **Reference Section**
  Maintains print reference collection and provides reference and referral service on blindness and physical handicaps to staff, network agencies, and the public.

Figure 1. NLS Organization Chart

development, monitors service to users, maintains liaison with agencies, volunteers, readers, and the public, and determines reader eligibility. Each of these several units has specific responsibilities which are summarized on the organization chart.

The Standards suggest a network organization in which NLS has an advisory relationship with administering agencies of regional libraries and with the regional libraries themselves (4.1.1, Figure 2). Lines of direct authority exist between NLS and the Multistate Centers (MSC) and between the administering agencies and the regional libraries. The lines of authority and communication are clearly drawn and understood by NLS staff (4.1.3.2). The network follows this organization. NLS provides advice and consultation to the network libraries and administering agencies upon request. NLS works with regional libraries and state library agencies and other state agencies to ensure that the full range of library service is available to blind and physically handicapped persons and that an appropriate agency provides these services. This done through consultation about the establishment of network libraries and machine agencies, and on other matters as needed (4.1.1.3(a).

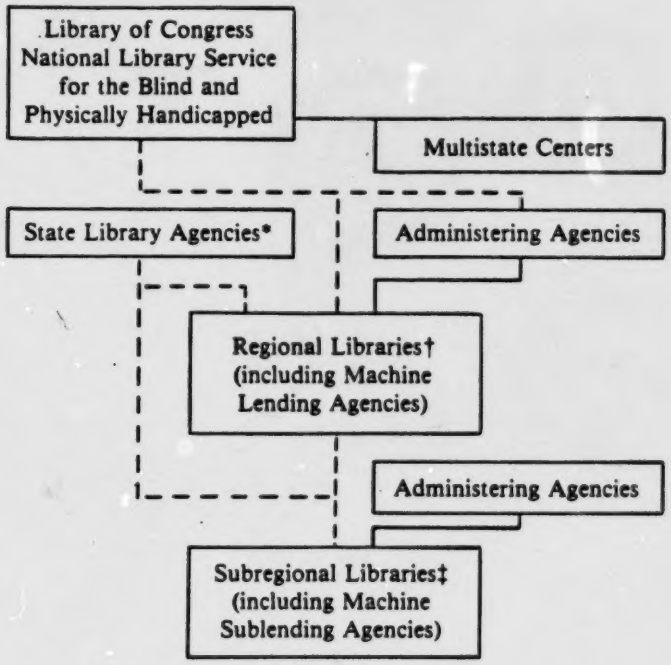
The network is divided into four conferences based on geographic regions: North, South, Midlands, and West. Each conference has between 10 and 14 states as members. The members of each conference elect a chairperson and other officers. The conferences provide a manageable organizational size which assures that each library can be heard and that, when necessary, geographic representation can be solicited by NLS for its various committees.

User Advisory Committees

NLS, as part of the Library of Congress, may not form formal advisory committees. This is a policy of the Library of Congress and is a reflection of its position in relation to the Congress of the United States. Congress does have a Committee on the Library which addresses various issues.

Figure 2. Page 18 of the Standards

Recommended Organization of the Network of Library Services for Blind and Physically Handicapped Individuals



Note:
——— Indicates line of direct authority.
– – – Indicates advisory relationship.

*The state library agency frequently is the administering agency for the regional library. As of April 15, 1979, 34 regional libraries were administered by the state library agencies; 22 by other libraries or agencies. Where the state library is not the administering agency, it has an important planning and consulting relationship with the regional library. State library agencies and LC/NLS should develop and maintain a close working relationship.

†The regional library is the basic organizational unit in the network. It receives materials and reference and consultant services from LC/NLS and supporting services from its multistate center. In many states the regional library is part of the state library agency; in others, the state library agency acts in an advisory capacity. The machine lending agency is generally, but not always, located in the regional library.

‡Subregional libraries exist in some but not in all states and are administered by public library systems, generally located in metropolitan areas. They receive materials from LC/NLS and supporting services from their regional library.

NLS does have several ad hoc advisory committees which assist it in planning. Each of the committees has a representative from each conference and representatives of consumers, as appropriate. These committees are established as needed and may be formed for a specific temporary assignment or to fulfill an ongoing function. Committees have been formed to assist NLS in the following areas: machine development and evaluation, comprehensive mailing list, collection building, and automation (4.1.1.4).

NLS operates as an open system and solicits input from a wide variety of sources and on many topics. The ad hoc advisory committees are one way of seeking input, but NLS uses other methods such as Network Bulletins, the Automation Report and other announcements of proposed projects, telephone calls to network libraries, open question and discussion sessions at the biennial National Conference, and informal brief surveys. The network librarians have the opportunity for influencing the direction of NLS by responding to those requests for opinions.

Long-Range Planning

NLS has a comprehensive system of long-range planning which ensures that all staff members have the opportunity to participate in formulation of plans for their division. Annually, each NLS section and staff officer prepares a management plan which incorporates all of their work into a plan of their division resulting in a document which includes the objectives, goals, timetable, and resources in people and dollars for every activity at NLS. This document serves as a daily guide for the work of each unit, and staff are evaluated against this document. This method of planning for internal development and evaluation has proven to be successful. The plans are dynamic and can be altered as the planning year progresses, and the success of a particular aspect of tne plan becomes apparent.

This planning process has been implemented by NLS within the last nine years. Plans developed in the early stages of the process were ambitious and overly optimistic in their projected accomplishments but experience and the guidance of the Director of NLS and the Division Chiefs

have resulted in plans which can be accomplished within the timeframes and resources allowed.

NLS shares its long-range plans with the network by distributing copies of the testimony of the NLS Director before Congressional hearings on appropriations. The testimony and supporting documentation is sent out as a Network Bulletin to all those on the mailing list. The testimony consists of the prepared statement of the Director, questions from the Appropriations Committee, and answers from the Director, justifications of the requests for additional positions and budget increases, the detailed budget request, and the statement of goals and objectives of NLS. The documentation supplied with the statement may vary from year to year (4.1.1.5).

In addition to the distribution of its long-range plan, NLS provides data for regional and subregional libraries to use in their planning. This includes the "NLS share of Program Costs" Network Bulletin which provides average dollar value for NLS-furnished items. NLS publishes the results of the annual statistical survey, which provides network-wide statistics for comparison. NLS publishes the results of other surveys, such as the book inspection survey, which provide additional data which can be used for planning. Biennial national and regional conferences, plus consultant visits, provide opportunities taken by NLS to share long-range plans with the network.

Research and Development

NLS has the responsibility to initiate and encourage research and development relating to the information needs of the blind and physically handicapped (4.1.1.5.2(1). To fulfill this, NLS has an active program of research and development which it pursues to continually improve the quality of services it offers. The research and development activities encompass both tangible products such as the development of a combination machine which plays both discs and cassettes and the development of an automated circulation handbook, and more subjective research such as the assessment of the use of volunteers in the network (4.1.1.5.2(1). Within

the network, NLS is the leader in initiating and financing such research activities; very few of the regional libraries have the expertise or resources to initiate research (4.1.1.5.2(1). NLS has a full-time staff member responsible for the coordination and monitoring of research activities.

NLS has funded studies of characteristics of both users and non-users. It encourages network libraries to conduct similar surveys within their service areas. The recently formed Consumer Relations Section has the responsibility to assist the libraries in that task (4.1.1.5.1(2).

NLS shares the results of its research in a variety of ways. In several cases, such as the handbooks for automated and non-automated circulation systems, the volunteer study, the non-user survey and others, NLS has distributed copies of the full reports to all network libraries. Results of other studies have been reported in NLS newsletters, at the meetings of the conferences, at the national conference, and through informal reports during consultant visits (4.1.1.5.2(4).

NLS has the responsibility to serve as a clearinghouse for information about surveys and innovative programs conducted by network libraries and the results. This function is now done informally, as the libraries submit information. The Network Division should begin a more formal clearinghouse function to assist the dissemination of results of surveys and new programs (4.1.1.5.1(2). Network libraries should be encouraged to submit reports of these activities to NLS, and a method should be found to disseminate this information to the network.

Consultant Services

NLS has the responsibility to provide qualified consultants in sufficient number to advise and assist the network and other organizations (4.1.1.5.3(1). NLS consultants are assigned as liaisons with individual network libraries in order to ensure communication between NLS and the network, to monitor the effective use of NLS resources by each library, and to facilitate the clearinghouse function of NLS by transmitting ideas from one library to another. The consultant program covers several of the

standards for communication and monitoring but there are also specific standards which address the consultant services (4.1.1.5.3).

The NLS consultant program is coordinated by the Network Division. There is one full-time consultant and five part-time consultants. The part-time consultants each have other major responsibilities such as head or assistant head of Network Services Section, Assistant Chief of the Network Division, Head of Reference, or Assistant Head of Reference. Since these positions all have full-time responsibilities that require most of the attention of the staff member, the staff estimates that 15 percent or less of their time can be spent on consultant responsibilities. The full-time consultant has responsibility for various special projects in the Network Division, such as the coordination of the development of the Network Library Manual, as well as consultant responsibilities.

There are plans to hire another full-time consultant which will help NLS meet its responsibility for consultant services. The full-time consultants will share the responsibilities of the network and will be assisted by the part-time consultants.

Qualifications for the consultant positions at NLS have been of concern to NLS and the network libraries. The position requires that the applicant have experience in various public service functions as well as with library networks. There is concern among network librarians that the consultants also have experience with services for the blind and physically handicapped, and although this has not been required, recently hired staff do have experience either in regional libraries or public library outreach programs. The overall assessment by the network is that the consultant program is continually improving its ability to provide useful and practical suggestions.

Orientation and training for new consultants has been expanded recently. The most recently hired full-time consultant visited three regional libraries for a week each in order to gain first-hand experience in regional library operations. This was supplemented by a training visit with an experienced consultant to conduct a consultant visit. Orientation for part-time consultants is less intense and has not included the sessions at the regional libraries. The Network Division should develop a

consistent orientation for all new consultants, full- or part-time, so that each receives a solid foundation for the consultant program.

Each network library is assigned a consultant and an alternate. The assignments are made by regions, which allows the consultant to become familiar with the individual library as well as with the entire region. The assignments, which are made by the Network Division Chief, are rotated periodically to increase the consultants' experience with different libraries, and to allow network libraries to interact with all NLS consultants.

Much of the interaction between NLS and the network occurs between the consultants and the libraries. This is logical, since the consultant is often the most knowledgeable about the individual library and knows NLS procedures and programs. Referrals are made to other NLS sections as appropriate. It is part of the consultants' responsibility to be fully informed about NLS procedures and activities and to be able to pass on this information. They must also be able to gather and summarize data about the network trends and activities to keep NLS management and staff informed. This is part of the clearinghouse function of NLS (4.1.1.5.2).

This knowledge is shared through monthly consultant meetings in which network activities are reported to all consultants and recorded in minutes circulated to all management staff. Consultants write and circulate telephone call record forms as another means of keeping appropriate staff informed. Other documents such as letters or reports about specific issues and detailed reports of consultant visits to RLs are circulated, too.

The goal of the Network Division is to visit each regional library every 1 to 2 years and each multistate center twice a year. The Standards state that a regional library with a new head should be visited within 3 months of the program head's employment (4.1.3.6(5). The Network Division tries to meet this standard; but scheduling other visits, as well as the budget constraint, do not always allow the visits to occur on this schedule. The Network Division maintains a chart of visits, and in FY82, only seven or eight libraries had not been visited by an NLS representative. All visits were not by the geographic consultants but may

have been by other NLS staff from the Network or Materials Management Divisions. Although the main point of contact is with regional libraries, the consultant services are extended to all network agencies by telephone, letter, visits, and professional meetings.

The consultant visits serve a variety of purposes. These include the communication of NLS policies and programs to network libraries' staff and the development of a cooperative relationship between NLS consultants and the libraries assigned to them. The consultants provide consultant assistance by aiding the library staff to identify problems and by proposing alternative solutions, or participating in workshops or continuing education sessions. The visits are also for the purpose of monitoring the use of materials produced by NLS and for the provision of service by each library. The Standards serve as the basis for this evaluation.

The Standards state that all consultant visits be documented by a written report and recommendations from the consultant (4.1.1.5.3(5). The Network Division procedures for both the timing of the report and its format have evolved over the past several years. Reports had been written in a letter style with headings to identify key issues. The headings varied from letter to letter and by consultant. The reports usually noted particular areas in which the library was doing well and those which needed attention. The letters were not comprehensive visit reports and lacked detail. In many of the reports, recommendations or critiques were couched in such diplomatic terms that they were confusing and lacked force. Recent reports have a new format which is uniform for all reports and which offers a more thorough description and analysis of the library. Recommendations are clearly stated.

The timeliness of the reports had been a problem as well. Reports had been delayed as long as 6 months after the visits. This delay lessens the impact of the consultant report and does not reflect well on the efficiency of NLS. Network Division procedures specify that a report must be drafted within 4 weeks of the consultant's return. The consultants should make every effort to adhere to this schedule, and if possible, improve upon it.

Copies of the consultant visit reports are sent to the regional library and to the administering agency. The Standards state that a written response to the reports be prepared by the library but this had formerly been left to the discretion of the library. NLS should request in the cover letter that all libraries prepare a written response to the consultant visit reports, particularly to any recommendations made by the consultants (4.1.1.5.3(5).*

In addition to the network consultants, there are several other positions which provide direct consultant assistance to regional libraries and other network agencies on specific topics. Among these are the Equipment and Materials Maintenance Officer who works with libraries, machine agencies, and Telephone Pioneers on machine repair and book inspection; the Audio Book Production Specialist; the Automated Systems Coordinator; and a volunteer specialist. The heads of the Braille Codes Section, the Consumer Relations Section, and the Publications and Media Section also provide consulting assistance.

Conferences and Professional Activities

NLS staff are members of a wide variety of professional associations including, but not limited to: American Library Association, District of Columbia Library Association, American Association of Workers for the Blind, International Federation of Library Associations. Staff participation in conferences of these associations is governed by the regulations of the Library of Congress (4.1.1.6(2). Both official and unofficial memberships and conference attendance are listed in the NLS annual report.

NLS Publications and Media Section arranges exhibits at meetings of library, consumer, and educational associations to promote the services of the network. These exhibits are staffed by members of the various NLS divisions and, whenever possible, by staff from network libraries (4.1.1.7(3).

*Implemented in early fall, 1982.

Policies and Procedures

NLS policies and procedures are guided by PL89-522, advice of NLS staff and network librarians, and by the rules and regulations of the Library of Congress (4.1.1.8(1). The regulations of the Library of Congress are documented in an administrative handbook which is available to all employees (4.1.3.1(2).

NLS provides each network library with a copy of the Network Library Manual. A new edition of this Manual has been distributed. This edition replaces the Regional Library Manual, which was outdated. Regional librarians were eager to receive the new edition, which clarifies the network procedures. NLS should keep the Manual sections complete and up-to-date so that network libraries are kept informed of all NLS policies and procedures which relate to them (4.1.1.8(1).

NLS provided each machine-lending agency with a copy of Machine-Lending Agency Procedures Manual which explains the requirements for maintaining machine inventory records. The handbook for multistate centers is in process. NLS has provided a handbook describing procedures for the Comprehensive Mailing List System (CMLS), too.

Budget and Funding

The Director of NLS has the responsibility for the preparation, submission, and justification of the budget of NLS (4.1.2(1). The budget process involves the Divisions and Sections, since the budget is derived from the management plans. The plans are consolidated into a total plan and budget for NLS, which is submitted to Congress as part of the budget of the Library of Congress (4.1.2).

The Director of NLS testifies before the Congressional Appropriation Subcommittee(s) which hears testimony for Legislative Branch appropriations. A prepared statement is delivered by the Director, and written documentation such as the detailed budget figures for salaries and expenses, books and equipment production, and non-personnel services is provided. The Director responds to questions from Subcommittee members.

The testimony is part of the public record and is printed for the use of the Committee on Appropriations. Copies of the document are sent to all network units as a Network Bulletin.

The FY83 budget request for NLS was $35,478,000, an increase of $2,094,000 over the FY82 budget. More than 90 percent of the NLS budget goes for the production of books, equipment, magazines, and publications used by readers (4.1.2.1(1).

Statistics and Reports

NLS collects statistics from network librarians twice a year, in April and October via readership and circulation forms which are sent out with a Network Bulletin. Once a year NLS sends out a survey on facilities, services, and procedures. This survey has been designed to collect data as it relates to the Standards and for NLS planning purposes. The Reference Section is responsible for data collection and analysis for both the statistics and the surveys. Its staff includes a management analyst to calculate and analyze the data. Much of the data is reported in the annual NLS directory, Library Resources for the Blind and Physically Handicapped (4.1.7(1).

The annual survey form on facilities, services, and procedures should be revised. Detailed instructions and definitions of data to be collected should be part of the form each time it is sent to the network libraries, or at least, the definitions should be part of the Network Library Manual. This is vital to the successful collection of comparable and accurate data. NLS should not assume that network librarians know the definitions of the data requested. The definitions are particularly important for the budget sections of the survey, the staffing levels, shelving dimensions, and other areas which cannot be assumed to be uniform in the network. NLS should consider dividing the survey into sections which are organized by the type of data collected such as a statistical/numerical section, a checklist for requested documents, and a multiple choice and/or narrative section. The survey instrument itself should be uniform from year to year, if only in its appearance, so that it is immediately recognizable by network librarians.

As part of this survey, NLS requests from the libraries copies of documents such as long-range plans, grant applications, and annual reports. NLS has a collection of these documents to support the reference and consultant programs but their use should be expanded to include synthesizing and disseminating the data elements in the reports and disseminating it as part of the clearinghouse function.

NLS produces a written narrative annual report and statistical summaries. This report is abstracted for publication in the Annual Report of the Librarian of Congress. The report is organized by divisions and describes the major programs and accomplishments of the fiscal year. The annual report is for internal use, but NLS should consider publishing a version for distribution to the network.

Summary

NLS meets the standards for organization administration, budget, and planning. NLS and the network are organized according to the suggested pattern in the Standards. It operates as an open system and solicits input from consumers, network librarians, and other groups to utilize in planning. Representatives of the network and consumer groups participate on NLS committees, some of them at NLS expense. Long-range planning is a dynamic process which involves all NLS staff. Management plans are written by each Division and Section and are followed for daily activities and evaluation.

Research and development activities are pursued by NLS under contract to various contractors and consultants. NLS has been a leader in the development of new technology to serve the information needs of blind and physically handicapped readers.

NLS has a program of consultant services which encompasses both general consulting and consulting on specific topics. The Network Division coordinates the formal consultant program. In addition, the Materials Development Division has staff who consult on technical-related topics.

NLS staff are active members of professional organizations and their participation is supported by NLS. Participation in meetings of

other groups, such as consumer groups, takes various forms including exhibiting NLS materials and services and presentations at meetings and workshops.

NLS provides each network unit with appropriate handbooks of procedures. Its internal procedures are documented for staff, too.

The budget preparation and justification are the responsibility of the Director of NLS, who is assisted in the process by management staff within the Divisions. The budget is presented to Congress and the Director delivers a prepared statement of justification. This statement and supporting documentation are distributed to the network libraries as a Network Bulletin.

NLS collects and publishes statistics about the network annually. Definitions of the data to be reported on should be provided, perhaps in the Network Library Manual, so that network library staff completing the survey and statistical reports provide comparable data.

PART 2. PERSONNEL AND FACILITIES

The Standards do not address the level of staff necessary to NLS operations, nor are the facilities standards appropriate to apply to the NLS building. This section consists of a description of the staff size and the facility. Standards are referenced where appropriate.

Positions and Responsibilities

In FY82, NLS had 113 authorized positions. An increase of six positions was requested for FY83.

NLS has a wide range of professional positions including librarians, braille and audio book production specialists, automation specialist, electronic engineers, administrative specialists, and others which are not present in most network libraries.

There are detailed job descriptions for every position at NLS (4.1.3.2). These are developed in conjunction with the Library of Congress Personnel Office. The Library of Congress is an equal opportunity, affirmative action employer (4.1.3.5(2). Qualified handicapped employees are recruited and hired (4.1.3.5(1).

Training and Instruction

NLS encourages continuing education and training activities for staff at all levels. Each division budget includes funding for staff participation in training classes (4.1.3.6(2). Efforts are made to assure that staff members have the opportunity for personal and professional development.

NLS provides a 3-day orientation to its facilities, staff, and procedures. This orientation is attended by all new NLS staff, and is open to attendance by network librarians and other network staff, as well as contractors. Staff of agencies working with blind and handicapped persons are encouraged to attend. This mix of participants has both advantages and disadvantages. The level of interest often varies dramatically among the

various types of participants, as does their level of expertise. These two factors can cause frustration for individual participants and disrupt the flow of the sessions. The advantages are that the mix offers an opportunity for exchange of information and a broader outlook. NLS should consider tailoring the orientation to the specific participants of the sessions, or limiting attendance at each session to participants of similar background. The orientation is coordinated by the full-time network consultant. It includes presentations by each section about its activities and responsibilities and allows time for questions from participants. An orientation is scheduled when interest is expressed and are usually given every other month (4.1.3.6(3).

Multistate centers offer orientation to network librarians but few take advantage of it. Tours are given of the facilities when biennial conferences occur in the cites where the multistate centers are located. This is not on a regular basis since the meeting sites vary. Because it is seldom possible for network librarians to attend a multistate center orientation, NLS should develop a videotape orientation to MSC operations as part of its training series.

NLS has devoted much time and money to developing other training aids for network libraries. A series of videotapes has been produced for loan to the network. Among the topics are operation of duplication equipment, repair of talking book machines, implementation of the manual circulation system, audio book production, and book inspection. These videotapes are an excellent method of reaching the network with very useful information in a way that does not require NLS staff to visit each network agency to repeat the program. The videotapes can be used in conjunction with a staff visit, for example, to conduct a Telephone Pioneer repair workshop.

Another training activity is the production of handbooks or manuals which describe methods for establishing and operating specific programs or procedures. Copies of these handbooks are distributed to the network. The series includes handbooks for manual and automated circulation systems, a volunteer handbook (in process), a handbook on developing talking book programs in health care agencies (in process), a

manual on building barrier-free library buildings, a public information program manual, and a handbook on consumer relations (in process).

All of these are sources of excellent information in an accessible format useful to network libraries of all sizes. NLS should consider doing follow-up on the use that is made of the handbooks once sent to the network. Visits to the libraries reveal that the handbooks are often filed, with little or no use made of the contents. The network consultants should include this as part of their evaluation of the use of NLS-provided materials. While it is unrealistic to expect every library to use every handbook, the network libraries can be expected to be familiar with the contents of all of the handbooks. The consultants should consider a campaign of targeting those libraries which have a particular need for one of the handbooks. Consultant visits and reports should indicate those libraries with the greatest need for a volunteer handbook, for example. Once that handbook is out, consultants should strongly encourage the use of the information provided.

NLS staff participate in a variety of workshop and training activities sponsored by network libraries. The Network Division consultants have made presentations to meetings of subregional libraries, public libraries, and other groups about general NLS services or about specific topics. Materials Development Division staff have performed similar workshops about machine repair with Telephone Pioneers or other topics. The audio-book specialist has participated in workshops about local production. Network libraries submit their requests to NLS for these visits, and they are scheduled as the budget allows.

Volunteers

NLS encourages the use of volunteers in the network. It uses volunteers itself for the production of books, but this is usually for limited production braille (BRA). Volunteers assist NLS blind staff members as readers, and others have worked on the production of the manual for teaching math braille.

NLS funded a study of the use of volunteers in the network as part of its research and development commitment. This study surveyed the network to determine the level of volunteer use, tasks which volunteers performed, and the costs involved in volunteer programs. The study, which was conducted during 1979 and 1980, concluded that over 70 percent of all network units use volunteers in some capacity. During the study period, volunteers contributed 558,000 hours of service to network libraries with an estimated annual gross value of almost $3 million. NLS is involved with the volunteer program through its Volunteer/Consumer Specialist in the Consumer Relations Section. This liaison consults with network libraries, by visits to libraries and by telephone, on establishing and maintaining volunteer programs. Data is collected from the network but there is no systematic method of collection or dissemination of it. The audio book production specialist and the materials maintenance officer work with volunteers on book production and equipment repair. They respond to specific requests from network libraries for assistance with volunteer programs or activities on these topics. Since the commitment to volunteers is expected to grow within the network, NLS should take an active role in promoting the use of volunteers and provide on-site consultation for volunteer programs.

NLS aids libraries and their patrons in locating volunteers by producing Volunteers Who Produce Books, a directory of individuals and groups who can produce books in braille and on tape and proofreaders for braille. The Braille Codes Section offers braille transcribing courses and braille proofreading courses and certifies all transcribers and proofreaders (4.1.4.2(4). Narrators for audio books are not certified by NLS. Although the Standards indicate that NLS has this responsibility, certification of narrators is not an objective exercise as is braille transcribing or proofreading. NLS will review auditions of narrators for network libraries and critique them, but it is not feasible to certify narrators; it is more appropriate to certify the products produced by narrators. The Quality Assurance Project at the Multistate Center for the Midlands is the first phase of a program to do this for network produced materials to ensure meeting of quality standards for volunteer-produced recorded material produced by network libraries.

NLS provides certificates which can be awarded to individual volunteers or to organizations in recognition of their contributions to the network. The certificates are provided free to requesting libraries and are signed by the Director of NLS (4.1.4.3(2). Volunteer activities are recognized in a newsletter published by NLS called Update.

NLS is in the process of developing a volunteer handbook which will explain the steps in establishing and maintaining a volunteer program. Once this handbook is finished, NLS should consider holding a workshop on volunteer programs based on the information in the handbook.

The Materials Development Division has a staff liaison with Telephone Pioneers, other volunteers, and network staff to train groups in machine repair. Telephone Pioneers provide a significant contribution to the network in the repair and delivery of machines. The Equipment and Materials Maintenance Officer also works with network libraries which have identified a need to improve their relations with Pioneers and others who repair machines.

Physical Facilities

The Standards describe the space needs of a library providing direct patron services and do not address the needs of NLS. This section will describe the facilities of NLS on Taylor Street in northwest Washington, DC. NLS has access to another facility, a warehouse, to store the archival collection and other materials in Landover, Maryland.

NLS moved to the Taylor Street Annex (TSA), a remodelled warehouse, in 1967. NLS had been on Capitol Hill in the Library of Congress, but the collection and administrative offices were in separate buildings. This, plus the need for much more space than could be reasonably afforded in existing LC facilities on Capitol Hill, prompted the move to TSA. There are no plans to move NLS back to Capitol Hill.

NLS is near public transportation, but most visitors arrive by private auto or taxi. There is free parking for employees and visitors. There is a space near the elevator entrance which is always reserved and may be used by handicapped drivers. All visitors must request a parking

permit. The building is technically accessible to handicapped visitors and employees by an elevator from the roof parking and through the loading dock area, but this is not a welcoming approach to visitors. There are plans to remodel the front garage into a reading room and reception area with a ramped entrance. These plans to improve accessibility should be vigorously pursued so that NLS will have facilities appropriate to its national role.

NLS has a reception area which is continuously staffed during the public hours, 8-4:30. The area includes seating, and brochures are on display. There are two conference rooms which can be combined to form one large room for meetings or workshop sessions. The Reference Section has a reading area and there is space in the Music Section for readers. The Consumer Relations Section has a reception/conference area of its own for visitors. NLS has few drop-in patrons, since Washington, D.C. residents are served by the District of Columbia Regional Library, but it is visited by regional librarians, persons from agencies serving blind and handicapped individuals, international delegations, and on occasion patrons visiting Washington.

NLS contracted with an architect to survey the building and analyze the workflow and organizational interaction. The architect made suggestions for improvement in the facility. Changes to NLS interior space are being implemented to provide a more attractive, functional working area and to maintain more efficient storage space. The building is tri-level with staff offices and storage space on each level. The plans call for having all staff offices on the second floor, once it has been renovated to have lower ceilings for noise reduction, and improved climate control. Storage of all collections will be on the lower levels. The audio studio will remain in the lower level. NLS has approximately 80,000 square feet at TSA; 50,000 for offices and support activities and 30,000 for storage.

Summary

Most of the standards on personnel and facilities do not apply to NLS. However, NLS does meet those which do apply, including: job descriptions for each position; availability of an organization chart; provision

of orientation for new employees and continuing education opportunities for all employees; preparation and distribution of training materials for the network; use of volunteers to assist in the program; and operating under an affirmative action plan.

The NLS facility is being remodeled to increase its accessibility to improve working conditions for staff.

PART 3. RESOURCE DEVELOPMENT

NLS provides the regional libraries and multistate centers with reading materials in special formats and with related playback equipment for distribution to eligible patrons. Musical scores, books about music, and instructional music recordings are an exception, with NLS developing, maintaining, and circulating a music collection for the entire network. NLS also maintains an archival collection of materials it produces in quantity, and small circulating collections of materials in all NLS-produced formats for use in international interlibrary loan and serving U.S. citizens living abroad.

Production of Recorded and Braille Materials

NLS is responsible for contracting for the production of materials produced in quantity in sufficient numbers to enable requests for popular book titles to be filled within one year (4.2.1.1(1). Materials produced in quantity include: approximately 2,000 book titles selected each year for production in braille, cassette, and disc formats, and about 75 popular magazines produced in flexible disc or braille format.

NLS contracts for the production of these materials with several different contractors. Magazines are circulated directly from the manufacturer to each user as recommended in the Standards (4.2.1.1(1). The quantity of books produced is determined from the quotas set for each network library through the copy allotment system. Each RL and each large SRL has an opportunity to specify the number of copies it needs to satisfy requests. The availability of materials in sufficient quantity to meet demand, then, depends in large part on the extent to which network libraries know their readers' interests and can predict how many copies of a particular title will be needed.

Sufficient data do not exist to determine the exact extent to which this standard is met. The type of data needed to measure the amount of time patrons have to wait for specific titles is not easily

and systematically obtained from the manual circulation systems used by most network libraries. Two options are available to network libraries for cases in which the library might not have requested a sufficient number of copies to meet demand. These options are: to request materials from a Multistate Center (MSC); or for cassettes, to duplicate them in-house.

Limited-Production Titles

NLS has responsibility for soliciting input from users and from network libraries as to the titles that should be produced in limited quantity (4.2.1.1(2). Limited-production materials include hand-copied braille (BRA's) and foreign-language materials. NLS obtains input through an Ad Hoc Collection Development Committee comprised of representatives from network libraries, consumer groups, and individual consumers, and through requests submitted by patrons directly or via network libraries.

The major problem with BRAs is not the specific titles that are produced, but the lack of a sufficient number of copies to meet the demand. To address the adverse effect this has on its service image, NLS has developed a program of having the Multistate Centers request an additional copy of each BRA which has at least five persons waiting to read it. The program includes services of a prison near NLS making additional copies to meet this demand. NLS should, as well, identify another means of informing braille readers of the full range of BRA titles available. Production periodically of a catalog of the BRA titles would allow readers to select from titles produced earlier than those announced bi-monthly in Braille Book Review. Spreading demand over the whole collection would reduce the amount of time readers must wait for receiving a title.

Talking Book and Cassette Machines

NLS is responsible for procuring talking book and cassette machines in sufficient number for distribution to all eligible readers.

The Standards state that estimates of the quantity produced should be based on the number of machines actually needed during the past five years (4.2.1.1(3).

NLS meets this standard through an extensive network-wide control and reporting system for machines. Each month, network libraries and other agencies with Machine Lending Agreements report to NLS, among other machine statistics, the number of machines distributed, the number of working machines on hand, and the number of machines awaiting repair. NLS bases the number of new machines to be produced on usage statistics for the past five years, estimates of new readers, and on estimates solicited from the network libraries. On a continuing basis, NLS assures that there is a sufficient quantity of machines to meet demand through its training and consultant program for machine repair. This program includes the training of Telephone Pioneer groups by NLS machine experts on request from the network libraries and the preparation and distribution of detailed procedures manuals for the maintenance and repair of machines. NLS monitors the number of machines in need of repair throughout the network by compiling the monthly statistics reported by the libraries and calling those libraries with the highest number in need of repairs to discuss any problems or to provide assistance. A recent example of a network-wide action taken by NLS as a result of this monitoring process was contracting for the repair of approximately 15,000 machines from the network.

Overall, regional libraries have had a sufficient supply of machines to meet demand; although, recently, some have experienced temporary shortages of cassette machines. These shortages have developed for a number of reasons, including a problem in obtaining batteries, and a production problem with the newest model. The latter problem resulted in a recall of machines. To avoid the recurrence of such a problem, NLS added another step to its quality assurance process. This step is the production of 200 "production" machines (after the first production copies have been accepted) for acceptance prior to mass production.

Collection Development

NLS has responsibility for ensuring that a range of reading materials are available to meet the recreational and informational needs of eligible users. NLS accomplishes this by selecting and contracting for the production of materials in quantity and by encouraging regional libraries to produce additional materials to satisfy local reading interests.

NLS' book selection process is systematic and includes input from patrons and network libraries. During the past year, the Collection Development Section of NLS developed working papers that will serve as the basis for a comprehensive Collection Building Policy. Input on all phases of policy development was solicited from readers and libraries via the Ad Hoc Advisory Group on Collection Building Activities and directly from the network libraries through workshops at the 1982 Biennial Library Conference. The working papers developed for discussion purposes at these workshops included the following type of information:

- A plan for the analysis of the NLS collection with a general analysis of holdings by subject;
- A plan for initial drafting of detailed schedules; and
- A working draft outline for the contents of the policy.

NLS is following the ALA Guidelines for Collection Development in developing the policy and is using the New York State Library Collection Development Policy as a model.

NLS meets the standards for soliciting input from readers and network libraries on collection development issues. The Ad Hoc Collection Development Committee consists of library and reader representatives from the four network conferences and from user groups as recommended by the Standards (4.2.2.3). There is one regional librarian from each of the four network conferences, one user representative from each of the four network regions, and representatives from four consumer organizations. The Committee meets once a year. NLS pays the participants' expenses (4.2.2.3). In addition to this committee there is a separate Advisory Committee for children's

materials. This committee meets twice a year and includes representatives from the network and from reviewing sources for children's books.

Input from users is incorporated into the book selection process by reviewing unfilled interlibrary loan requests collected regularly by the Network Services Section and forwarded to the Collection Development Section.

Copyright Clearance

NLS has a procedure for obtaining copyright clearance for both its own production and local production by network libraries as recommended by the Standards (4.2.3.2). For materials produced by NLS, staff from the Collection Development Section routinely search the Library of Congress' Copyright Office files to determine whether permission has been granted on the registration form. If it has not, the publisher, author, or agent is contacted by letter for permission. The procedure for network libraries to use for local production is communicated to the network in the Network Library Manual. Most regional libraries follow this procedure, which is to request clearance from trade publishers through NLS and from local publishers directly, with notification of the request sent to NLS. This procedure appears to be acceptable to network libraries and responsive to their needs.

Quality Control for Production of Materials

NLS has developed stringent quality control specifications and procedures for the production of braille and recorded materials and equipment under contract (4.2.4.1). NLS assures compliance with these specifications on a continuing basis through the work of the Quality Assurance Section and the Engineering Section. Specifications cover the actual recording of titles as well as the medium on which they are recorded and the containers in which they are distributed.

Currently there are 27 check points or dates in the production control cycle for new reading materials. The automated

control system is being enhanced to allow for twice this number of control points. Currently, average production times for new titles in the different media produced by NLS are as follows:

RDs	120 days
RCs	90 days
Flexible discs	60 days
Braille	120 days
BRAs	270 days

The Production Control Section monitors the production and distribution of reading materials and makes a continual effort to improve the production time.

Quality control of materials produced locally by network libraries is encouraged through certification programs, training, and ongoing consultant service for local production. The Braille Codes Section of the Network Division prepares guides and teaching manuals for literary, math, and music braille codes, and trains, certifies, and advises volunteers and others who produce braille materials. This service enables the network libraries to meet the standard which recommends that all braillists transcribing materials for the library be certified by NLS.

For local production of recorded materials, the procedures for certifying narrators, monitors, and reviewers are not as straightforward as for braille. This is because subjectivity figures heavily in assessing the quality of recorded materials. In the Network Library Manual and in its consultant services, NLS strongly urges network libraries to follow the National Braille Association's Tape Recording Manual for recording. NLS also encourages libraries to have procedures for selecting narrators through auditions and panel selections and for continually monitoring the quality of recorded materials. In the past, no system was provided by NLS to ensure that national quality standards were met for materials produced locally by network libraries. A mechanism has been developed recently, however, which will enable NLS to ensure quality control for items submitted by network libraries for review. This mechanism is the Quality Assurance Project which will provide a systematic review at the Multistate

Center for the Midlands (MSCM) of all locally produced materials that libraries will make available to the network. Staff at the MSC who are involved in this quality assurance process have been trained by NLS, and the network has been informed of the new procedure.

Bibliographic Control

NLS meets the standards for bibliographic control by producing and distributing a microfiche union catalog (4.2.4.1(1). An updated edition is distributed quarterly to all network units without charge. The catalog is available to other agencies and individuals not affiliated with the network at a cost of $50 per issue (4.2.5.1(2). As recommended by the Standards, the catalog includes data on titles produced by: a) NLS, b) other related organizations (there is only one other organization to date whose titles are included--Recording for the Blind), and c) other libraries in the network (4.2.5.1(1). The catalog is not comprehensive in its coverage of titles produced by other network libraries, because many libraries do not systematically report titles that they have produced to NLS. The new NLS quality control procedure for locally produced materials should result in the more systematic inclusion of high-quality locally produced titles in the microfiche catalog (4.2.5.3(2).

Archival and Circulating Collections

NLS maintains an archival collection of all titles produced in quantity and a circulating collection of titles produced in little-used formats (e.g., 33 1/3, moon-type, Grade 1 & 1 1/2 Braille), as stated in the Standards (4.2.7.4; 4.2.7.5). NLS also retains up to six copies of titles produced in quantity, for use in serving U.S. readers abroad and for international interlibrary loan. The archival collection is stored in an off-site storage facility leased by the Library of Congress in Landover, Maryland. Materials are retrieved for scholarly research on request. Circulating collections are stored at NLS.

Duplication of Materials

NLS has brailling and thermoforming equipment, and tape duplication equipment as recommended in the Standards (4.2.6.2.1). Thermoforming equipment is used primarily to reproduce documents in braille for internal use by NLS staff or in response to a reference request.

Tape duplication equipment is also used primarily for duplicating cassettes for internal use or for a multistate center (MSC). Since NLS has established at its MSCs a program for backing up regional libraries, NLS no longer has a great need for tape duplication. As a result, NLS is reducing its equipment and staffing in this area.

Collection Maintenance

Maintenance of the NLS collection and coordination of the excess and redistribution program (XESS) for the network is performed by the Materials Management Unit of the Network Services Section.

Collection maintenance includes a visual inspection of all materials when they are returned, as stated in the Standards (4.3.2.2.5). The entire disc collection was cleaned recently as a special project. Collection maintenance at NLS also includes adjusting inventory records as materials are shipped out or returned.

Presently, space permits NLS to retain up to six copies of materials produced in quantity. A massive weeding project was completed recently to withdraw copies over six. This project significantly increased the amount of shelving space available.

Because overall space is limited at NLS, the BRAs below 13,000 were moved to the MSC West in September 1982. NLS is also planning to transfer foreign-language materials to one of the MSCs.

NLS assists network libraries with collection maintenance by coordinating the XESS program for copies of titles produced in quantity that have been weeded by network libraries. Through Network Bulletins,

NLS advises the network on titles produced in quantity which may be withdrawn from library collections (i.e., older titles which have been remastered) (4.2.7.2.1). Circulation copies are retained at MSCs.

Reference Collection

NLS maintains an extensive reference collection of professional literature and materials in the fields of blindness and physical handicaps. This collection is maintained and serviced by the Reference Section of the Network Division. It includes over 400 journal titles, several thousand books, and extensive information files. The budget for development of this collection is approximately $29,000 of which about $16,000 is for journal subscriptions.

NLS informs network libraries of relevant literature and sources of information through Reference Circulars, Added Entries, and Bibliographies (4.2.8.1). The Reference Section prepares and distributes to network libraries about four new or revised reference circulars a year (4.2.8.2). Reference circulars describe sources of information or services, while Added Entries is a quarterly annotated list of new materials added to the NLS reference collection (4.2.8.2). The reference collection at NLS is supplemented by the vast collections of the Library of Congress. As the need arises, NLS staff search the Library of Congress collections for specific references or materials. NLS uses the Library of Congress collections if there is a need to consult a print copy of a title produced in a special format (4.2.8.3). While the Library of Congress collections are not in the same building or site as NLS, they are accessible by shuttle bus.

As recommended by the Standards, NLS has a demonstration collection of reading aids for the blind and physically handicapped (4.2.8.5).

Summary

NLS meets all of the standards for the production and distribution of reading materials and equipment. Quality control

standards are met for NLS-produced materials. A new procedure developed by NLS at the Multistate Center for the Midlands for reviewing the quality of locally produced materials should also help network libraries to meet this standard in the near future.

NLS meets the standards for development of the national collection through its Ad Hoc Collection Development Committee and the detailed Collection Building Policy that is being written. Separate music and reference collections are also developed by NLS. Bibliographic control standards are met through the publication and distribution of the microfiche union catalog.

Collection maintenance standards are met through the storage and maintenance of archival and circulating collections of materials produced in quantity and of limited-production titles. NLS also maintains a national collection of musical scores, books about music, and music recordings. NLS facilitates collection maintenance throughout the network by coordinating the excess and redistribution program and by advising the network of titles that may be withdrawn.

PART 4. SERVICE TO USERS

NLS provides user service to network libraries and patrons through the following activities: 1) circulating musical scores, books about music, and music instructional materials in special formats to eligible readers in the U.S. and abroad, 2) circulating NLS-produced materials to eligible U.S. citizens living abroad, 3) circulating NLS-produced materials to eligible walk-in patrons, 4) providing reference and informational services to the general public and related organizations, and 5) serving as a back-up to the network for resources and reference assistance.

Accessibility

NLS has a number of visitors throughout the year because of its high level of visibility as a national service for the blind and physically handicapped provided by the Library of Congress. NLS is not located in the main Library of Congress complex, but rather in an outlying annex in the northwest section of Washington, D.C. close to Silver Spring, Maryland. Shuttle bus service to NLS from the Library of Congress main building is available for visitors and staff. NLS can also be reached by public bus transportation (4.3.1(1). NLS' public service hours are 8:00 to 4:30 Monday through Friday (4.3.1(3).

For visitors or patrons traveling to NLS by car, the facility is not easy to find without detailed instructions because it is located on a little-traveled street. There is sufficient parking, however, with an elevator from the parking area on the roof of the building to the interior (4.3.1(1). Inside, NLS is accessible to the handicapped, but not conveniently so in all sections. Because the building is a tri-level warehouse-type facility with many partitions for the staff and collections, it is difficult for blind visitors to move about easily without assistance.

Communication with Users

NLS maintains two toll-free telephone lines--one for use by network libraries and Music Section patrons, and another for persons responding to Public Service Announcements (PSAs)(4.3.1(2). The latter number is widely publicized through the PSAs. During public service hours, calls from network libraries are referred to appropriate NLS staff, calls from patrons are referred to the Consumer Relations Section, and calls from the general public are usually referred to the Reference Section. A recording device is used for after-hours calls.

One of the primary ways in which NLS communicates with its various constituencies is through newsletters, reports, and bulletins (4.3.1.1(5). The following newsletters are produced and distributed regularly by NLS:

- News
  (issued in print and in braille to inform the network and other related organizations about NLS events and news items of general interest)
- Network Bulletin
  (issued as needed in print to inform the network of new developments, plans, and procedures)
- Overseas Outlook
  (issued semi-annually in large print to overseas readers served directly by NLS)
- Update
  (issued bi-monthly in print and in braille to inform the network and volunteer groups of network-wide volunteer activities)
- Automation Report
  (issued monthly in print to inform the network of new developments in automation)

These newsletters are high-quality publications and serve as important vehicles in communicating information to the network and to users served directly by NLS.

In addition, the front matter of the bi-monthlies, Talking Book Topics and Braille Book Review, carry news of interest to the national readership.

Registration

NLS circulates materials to the following types of users:

- Music patrons (Music Section)
- Overseas patrons (Consumer Relations Section)
- Overseas organizations for international interlibrary loan (Consumer Relations Section)
- Walk-in patrons (Consumer Relations Section)
- Multistate centers (Network Services Section)

NLS maintains a central automated mailing list (the Comprehensive Mailing List System) to provide easier mailing list updating, improved information services to network libraries, and improved publication mailing services to library patrons. The mailing list is built from reports submitted by the network libraries to the mailing list contractor when new patrons register or when patrons change address or subscriptions. The mailing list contains data about patrons and others who receive Talking Book Topics, Braille Book Review, or one of several newsletters. In addition to name, address, and subscription information, network libraries report additional data about a patron's reading interests and handicap.

Circulation of Music Materials

NLS circulates materials in the music collection directly to eligible readers in the U.S. and abroad. This collection includes braille and large-print scores and books, and instructional materials in cassette and disc formats. Materials are produced by NLS or purchased from domestic and foreign sources.

The Music Section is responsible for acquisition as well as circulation. Two library technicians handle circulation to about

10,000 readers. Because of the instructional nature of this collection, circulation is by request only.

All materials except large print are circulated manually. The system does not provide total control; materials are checked out but they are not checked in as recommended by the Standards (4.3.2.2.1). This is a major weakness of the circulation system, because materials cannot be recalled if they are needed by another patron.

Following is a summary of the availability of each type of data recommended by the Standards in a circulation system. Items marked with an asterisk are not available in whole or in part through the Music Section's manual check-out system.

	User Data	
a.	Requests for titles	Available
b.	Reading history	Available
*c.	Titles on loan	Available by patron but not by title
d.	Date materials sent	Available
*e.	Date materials returned	Not available
f.	Magazines requested	Not applicable
	Library Data	
* a.	Titles and number of copies in the collection	Titles are listed in the Music and Musicians catalog, and an inventory of the number of items in the collection is maintained; but the number of copies for each title is not available
b.	Special features of titles	Not applicable
*c.	Materials on shelf and available for use	Not available without checking the shelves
*d.	Materials in circulation	By patron only

*e.	Who has a particular title	Not available
*f.	Materials overdue	Not available
g.	Reserve lists	Action is generally taken to order another copy rather than to reserve a title
h.	ILL requests pending	Available
i.	ILL requests filled	Available

The Music Section has established a loan period of two months with unlimited renewals (4.3.2.2.4). It is not enforced, however, because there is no way to tell which materials have been returned.

NLS recognizes the deficiencies of this system and is taking steps to establish more control through automation. The Music Section is currently testing the feasibility of using the Avatar Integrated Library System for the circulation of large-print materials. Unique numbers have been assigned to the approximately 550 titles in the large-print collection and entered into the computerized system along with the title. Through this system, materials can be checked in and checked out.

Materials from the music collection are generally circulated within one to two days of receipt of a request if the materials are available (4.3.3.2). If a request cannot be filled because the material is in circulation, the Music Section will either purchase another copy; or, for cassettes with copyright clearance and hand-copied masters, duplicate a copy. For requests that cannot be filled because the material is not in the NLS collection, the Music Section will search other sources such as the Recording for the Blind (RFB) catalog and refer the patron as appropriate (4.3.2.2.6). If the title is not available from another source, the Music Section will complete an "unfilled request form" and consider the title when selecting new works for the collection.

Circulation Service to Overseas Readers

NLS circulates NLS-produced cassettes, disc, and braille materials to eligible U.S. citizens living abroad. A full-time library

technician in the Consumer Relations Section performs this function. There are approximately 330 overseas readers located in 54 countries. The majority of these readers reside in Mexico, Germany, and Canada. Over 11,000 items were circulated in FY 1982.

Materials are circulated manually on a calendar schedule and on request (4.3.2.2.3). NLS cannot offer the third circulation option recommended by the Standards--turnaround service--because materials are not checked in. Only the number of items returned is noted in an inventory count for the entire NLS collection. This deficiency prevents NLS from maintaining full control of materials circulated to overseas readers.

Following is a summary of the availability of each type of data recommended by the Standards in a circulation system. Items marked with an asterisk are not available in whole or in part in the manual system used for circulating materials to overseas readers.

	User Data	
a.	Requests for titles	Available
b.	Reading history	Available
*c.	Titles on loan	Available by patron but not by title
d.	Date materials sent	Available
*e.	Date materials returned	Not available
f.	Magazines requested	Available
	Library Data	
* a.	Titles and number of copies in the collection	Titles are listed in the NLS microfiche catalog, and an inventory of the number of items in the NLS collection is maintained; but the number of copies for each title is not available

b.	Special features of titles	Included in the microfiche catalog
*c.	Materials on shelf and available for use	Not available without checking the shelves
*d.	Materials in circulation	By patron only
*e.	Who has a particular title	Not available
*f.	Materials overdue	Not available
g.	Reserve lists	Action is generally taken to order another copy rather than to reserve a title
h.	ILL requests pending	Available
i.	ILL requests filled	Available

No specific loan period has been established, primarily because of the long length of time that it takes for materials to be shipped overseas by surface mail--sometimes several months. Moreover, because materials are not checked in, it would not be possible to enforce a specific loan period.

Most readers submit lists of requests, but the library technician selects books for some patrons. About four books are sent to active readers each week. Less active readers are on a monthly schedule.

If a special request cannot be filled because copies are not available, the Materials Management Unit generally requests the material from a multistate center. In-house duplication is used only for urgent requests.

The major problems in circulating materials to overseas readers are: 1) lack of a procedure for checking in materials, and 2) lengthy delivery of materials by surface mail. One delivery option that NLS exercises in certain cases is to mail materials via "diplomatic pouch." In most instances, however, surface mail is the only method.

Reference and Referral Service

NLS provides the two types of reference and referral services recommended by the Standards: 1) back-up reference service to the network units (4.3.3.4), and 2) referrals for special format materials not produced by NLS (4.3.2.2.6).

The Network Services Section and the Reference Section are the main points of contact for reference requests from the network. The Network Services Section acts as a resource for questions about the operation and services of the network, while the Reference Section responds to reference questions about b indness and physical handicaps and the services of related organizations. To facilitate the task of responding to the more than 23,000 letters received directly from users and the general public each year, the Reference Section has assembled packets of information on the most frequently requested topics. These packets include pamphlets from other agencies and organizations, as well as sources of further information.

The Network Services Section responds to requests for special format materials that are not available through the network. When such a request is received, NLS staff search the catalogs of other organizations such as Recording for the Blind (RFB) and refer patrons either to an organization that has already produced the material or to an organization that produces materials on request.

Catalogs and Bibliographies

Through its extensive publication program, NLS meets the standards for informing users about the availability and content of materials distributed through the network. The Standards state that NLS should:

- Advise users that it serves directly (i.e., overseas and music) about the availability and content of materials (4.3.6);
- Publish annotated lists of current releases regularly and make these available to all users in the network (4.3.6.1(1);

- Publish two-year cumulative catalogs of all nationally produced materials and make these available to all users of the media covered by the catalog (4.3.6.1(1);
- Produce at least four subject bibliographies each year (4.3.6.1(2).

NLS advises music readers about the availability and content of music materials in the NLS collection through the following publications (4.3.6):

- The Musical Mainstream (a bi-monthly magazine in braille, large print, and cassette, which includes a list of new materials in the NLS music collection)
- Braille Scores Catalogs (all are in print and braille formats)
  - Choral
  - Instrumental
  - Organ
  - Piano
  - Voice
- Large Print Music (print)
- Instructional Disc Recordings (print and disc)
- Instructional Cassette Recordings (print and cassette)

Selected catalogs are distributed to new readers, along with a brochure listing all available catalogs.

The overseas readers served directly by NLS have access to the same general catalogs and subject bibliographies that are distributed to domestic readers (4.3.6). These publications are of three different types:

- BIMONTHLY CATALOGS list new titles produced by NLS. Talking Book Topics is issued in large print and disc formats and provides full bibliographic information, including annotations, for discs and cassettes. Braille Book Review is issued in large print and braille and covers new braille books produced by NLS. These

publications are distributed regularly to all libraries in the network and readers of that format (4.3.6.1(1).

- ANNUAL OR BIENNIAL CATALOGS cumulate the titles produced by NLS for a one or two-year period (4.3.6.1(1). Separate catalogs are published for cassette books, discs, and braille. In addition, a separate catalog is produced for juvenile materials. All catalogs are published in large print and provide full bibliographic information, including an annotation. Entries are arranged by book number. The braille and juvenile catalogs are also published in braille.
- SUBJECT BIBLIOGRAPHIES are published which list cassettes and discs for a particular subject or type of material. Those produced to date are listed below. All are available in large print, braille, and disc formats unless otherwise noted (4.3.6.1(2):

  The Arts
  Bestsellers
  Freedom, '76
  Government
  Health
  Home Management
  I Went to the Animal Fair (print only)
  Libros Parlantes (Spanish talking books--print and disc)
  Magazines
  Religion
  Science
  Science Fiction
  Sports
  Young Adult Fiction

The Standards suggest that NLS publish at least four subject bibliographies a year. At the time the Standards were written, NLS was producing four a year. The plan for the near future is to publish two

large subject bibliographies each year and several mini-bibliographies (one a month is projected) on topics of current interest. The mini-bibliographies are intended primarily as selection aids for reader advisors in the network. Subject bibliographies are compiled by the Network Services Section.

Using the CMLS file, NLS surveys all readers annually to announce the catalogs and bibliographies to be produced and asks readers to indicate the medium in which they would like to receive copies of the publications. Once printed and mailed to persons who returned a survey, new NLS catalogs and bibliographies are announced in the Network Bulletin and also in the Library of Congress Information Bulletin. In addition, NLS announces the availability of subject bibliographies produced by other network libraries in Network Bulletins, as suggested by the Standards (4.3.6.1(2).

User Input

The Standards state that NLS should: 1) solicit user input directly, 2) encourage other network units to solicit user input, and 3) exert overall leadership for ensuring that the network is fully responsive to user needs and operates as an "open system" (4.3.9; 4.1.1.5.1). The Standards also suggest the use of specific methods for soliciting user input, such as establishing User Advisory Committes, analyzing correspondence from users, maintaining active liaison with related organizations, and conducting periodic surveys of users and non-users (4.3.9).

All of these methods and others are used by NLS in soliciting user input. NLS has exerted leadership towards improving the process for soliciting user input on a network-wide basis by contracting for the development of a model consumer input program. A report and handbook will be distributed to the network upon completion of this contract.

NLS solicits input systematically and frequently from the network. Formal methods for gathering information include:

1) Workshops and presentations at the Biennial Library Conferences planned by NLS for the purpose of soliciting input from the network on a particular topic or issue (e.g., Collection Building Policy);
2) Network Bulletins prepared by NLS to inform the network of upcoming projects or plans and to invite comment;
3) The NLS consultant program which assigns an NLS consultant to each regional library for the purpose of offering advice and soliciting input from the network;
4) Questionnaires distributed to the network to collect statistics or to gather opinions on a specific topic (e.g., annual and semi-annual statistical surveys);
5) Ad Hoc Committees comprised of representatives from the four regional conferences and from related consumer organizations as appropriate. Two of the standing committees are an Ad Hoc Advisory Group on Collection Building Activities and a Combination Machine Review Committee;
6) On-site testing in network libraries of new materials developed by NLS. For example, a new type of cassette container was developed during the past year and tested by a number of network libraries. Input provided by the libraries convinced NLS that the new design was not feasible;
7) Unsolicited telephone calls and correspondence from network units on specific problems or concerns. These calls and correspondence are generally handled by the Network Services Section.

The most frequent point of contact for interaction between the network and NLS is the Network Division, but the staff from the Materials Development Division are also involved in soliciting and analyzing network feedback.

NLS solicits input on various topics from current users and eligible non-users primarily through surveys. Examples of surveys conducted by NLS are described below.

1) A major non-user survey was conducted for NLS by the American Foundation for the Blind in 1978-79 in order to determine the extent and characteristics of the eligible user population not currently being served or not aware of NLS services. A five-volume report presented and discussed the results of this survey.[1]
2) A major user survey was conducted by Market Facts, Inc. for NLS in 1979-80 for the purpose of determining reader interests, library usage patterns, patrons' attitudes toward reading materials and equipment, and patrons' general level of satisfaction with the service. A report on this survey was published in 1981.[2]
3) The Collection Development Section conducts semi-annual and annual magazine surveys to solicit evaluations from the network on magazines produced by NLS.
4) The NLS Consumer Relations Section conducted a survey of network library users to determine if there is sufficient need for a portable, lightweight cassette player in addition to others provided by NLS.
5) A Braille Reader Survey is to be conducted by the Consumer Relations Section of NLS in December 1982 to collect information about the needs and interests of current braille readers and to identify possible reasons for recent decreases in braille circulation.

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[1]"A Survey to Determine the Extent of the Eligible User Population Not Currently Being Served or Not Aware of the Programs of the Library of Congress, National Library Service for the Blind and Physically Handicapped," Volumes 1-5. A series prepared for NLS by the American Foundation for the Blind, New York, 1979.

[2]Readership Characteristics and Attitudes: Service to Blind and Physically Handicapped Users. Report of a study conducted for NLS by the Public Sector Research Group of Market Facts, Inc., Washington, D.C., 1981.

6) The Music Section is planning a survey of its readers to solicit input needed for collection development and long-range planning.

7) The Consumer Relations Section will soon be surveying volunteers across the country to update Volunteers Who Produce Books, a directory of volunteer groups and individuals who record and transcribe reading materials for the blind and physically handicapped.

Through these and other surveys, NLS meets the standard for gathering user input by surveying users and eligible non-users periodically (4.3.9).

Another way that NLS solicits input directly from users is by including individual patrons on ad hoc committees. The Ad Hoc Advisory Group on Collection Building Activities includes a representative reader selected by network libraries from each of the four network regions. This committee meets once a year at NLS and sets selection priorities for the coming year. Individual consumers were also included on the Combination Machine Review Committee. For meeting convenience, the five users on this committee were from the Washington, D.C. area. They met to provide feedback on the prototype combination machine. NLS has also contacted individual consumers as needed for the following purposes:

- Reviewing Public Service Announcements (PSAs),
- Evaluating cassette-braille equipment,
- Testing new equipment or communication methods.

NLS frequently receives unsolicited correspondence and telephone calls from patrons. During its first year, the Consumer Relations Section responded to about 300 letters from consumers and over 900 telephone calls. Comments and questions were received from consumers on topics ranging from the procedures for initiating service and ordering materials to the labeling of cassette and disc containers. In addition, other NLS sections routinely send copies of correspondence or telephone calls related to consumer concerns to the Consumer Relations Section. Correspondence is organized by subject and used by the head of Consumer Relations in identifying trends and problems (4.3.1.1(2).

In addition to soliciting user input from other network units and directly from patrons, NLS solicits input from consumer organizations (4.3.1.1(2). Among these organizations are the National Federation of the Blind and the American Council of the Blind. User input is generally solicited informally through frequent communication and contact with representatives from these organizations. The Consumer Relations Section is primarily responsible for these liaison activities, but staff from other sections are also involved.

NLS regularly mounts an exhibit at annual meetings of the following consumer organizations as one means for exchanging information and soliciting input: the National Federation of the Blind, the American Council of the Blind, the National Association of the Physically Handicapped, and the Blinded Veterans Association. Examples of other activities in FY 1982 through which the head of Consumer Relations collected information about consumer concerns include:

- Meetings with the president of the National Federation of the Blind;
- Presentation at a meeting of the American Association of Retired Persons;
- Attendance at a meeting of the advisory committee for the New York City Regional Library;
- Attendance at an annual Open House sponsored by the District of Columbia Regional Library;
- Presentation at a conference at Gallaudet College (D.C.) on blindness and blind persons in the educational setting;
- Attendance at the Annual American Council of the Blind Convention in Atlanta, Georgia;
- Attendance at the Annual National Federation of the Blind Convention in Minneapolis, Minnesota;
- Visit to the Southern California Regional Library (Los Angeles) and a meeting with their advisory committee;
- Attendance at the International Federation of Library Associations annual meeting in Montreal.

Summary

NLS meets most of the standards for user service. NLS offers users toll-free telephone access and maintains frequent communication with its various user groups through newsletters and involvement in professional activities. NLS' facility is accessible to users, although not always conveniently so because of its three levels and many partitions.

The procedures used for circulating materials to music and overseas readers do not meet all of the standards for circulation control, primarily because patron records do not indicate whether materials have been returned. NLS cannot, therefore, retrieve all of the circulation data recommended by the Standards, nor can it identify materials that are overdue. NLS has plans to establish more control through automation. All materials are inspected before they are recirculated. NLS usually meets the one-day turnaround time for circulation if materials are available. If materials are not available, NLS requests them from a multistate center or, in the case of music, purchases or produces additional copies.

NLS meets the standards for reference and referral by responding to requests from the network and from the general public with custom letters, information packets, and NLS publications.

Standards for informing users about the availability and content of materials are met through an extensive publication program which includes bi-monthly announcements of new titles, cumulative catalogs, and subject bibliographies.

NLS meets the standards for soliciting user input through a variety of methods. Formal methods include: the coordination of biennial network conferences, the consultant program, ad hoc committees, consumer testing, and surveys. Less formal methods include the analysis of unsolicited telephone calls and correspondence, and frequent interaction with consumer groups.

PART 5. PUBLIC EDUCATION AND INFORMATION

Publicity Materials

NLS has the responsibility to produce and disseminate publicity materials as part of a coordinated public relations program (4.4.1). This program is coordinated by the Publication and Media Section.

In 1978, NLS increased its program to systematically publicize the availability of the services. Seven regions were selected for the initial program of radio and television public service announcements (PSA) with a special NLS toll-free number as a tag. The program resulted in a 45 percent increase in new readers in those areas. NLS invested $117,000 in developing five radio and five television spots. The PSA program was continued in 1979 with the creation of additional PSAs, distributed to all 56 regional libraries. In 1980, new PSAs were completed, including four TV and four radio spots plus slides and live copy, and distributed to 100 network libraries. These PSAs were personalized with the regional libraries' names and phone numbers. NLS plans to continue the PSA program. Evaluation of the success of the PSA is ongoing, but significant increases in readership have been already measured.

NLS has expanded its publicity program to include the development of materials for use in the print media. Camera-ready art suitable for use as public service advertisements in magazines which reach appropriate audiences have been contracted. The contractor will provide an approach and schedule for placing general information articles in popular magazines. At least two such articles have appeared in U.S. News and World Report and American Education. NLS prepares the articles.

Exhibits at conferences of professional and consumer organizations are part of the ongoing public information program. NLS staff exhibit at meetings of such organizations as the American Library Association, American Academy of Family Physicians, American Public Health Association, Music Teachers Association, International Reading Association, and Blinded Veterans Association (see Part 4). Exhibits are sent to approximately 25-30 meetings a year. As part of the NLS exhibits, brochures and other

handouts are distributed. NLS is working to have handouts developed which can be tailored to specific audiences.

To assist network libraries in developing their own public education program, the NLS Publication and Media Section developed a handbook called Reaching People. This is a primer for any library interested in establishing such an education program. It includes instructions for media contacts, news releases, and other activities. The handbook was distributed to all network libraries.

NLS loans several table top exhibits to network libraries to use at local or regional meetings. New exhibits and supplemental posters and signage are being developed for loan to network libraries.

Publications

NLS produces a wide variety of brochures, posters, and informational material for free distribution. Among these items, which are printed and distributed by the thousand, are braille alphabet cards, braille music cards, "Books Talk", a flexible-disc/print brochure explaining the program, and a "Reading Is for Everyone" pamphlet. One of the most recent publications is An Introduction to the National Library Service for the Blind and Physically Handicapped, a 15-page document which describes the history, organization, and purpose of NLS.

All of NLS publications are produced through the Publications and Media Section. Other NLS offices may write the text but final editing is done by Publication and Media Section, including Network Bulletins, Overseas Outlook, Update, and other newsletters. Publication and Media developed a style manual for all of NLS publications and other items (stationary, labels, etc.) which have the NLS imprint. The handbook, itself an award-winning production, ensures that all of NLS publications have a uniform, professional style. This has greatly improved the look of NLS publications and each has the consistent signature of NLS.

All of the ongoing publications (e.g., Braille Book Review, Update) and the catalogs are produced by the Publication and Media Section. Another publication is a series of flyers which describe various aspects of

NLS service. The series is called "Facts" and the topics are usually those about which NLS receives a lot of questions. This provides an easy way to supply basic information. The latest one is "About Braille" and gives an explanation and brief history of braille, a biography of Louis Braille, a diagram of the braille alphabet, and a description of volunteers who produce braille. The text of "Facts" may be written by the appropriate NLS section, but production is managed by the Publication and Media Section.

Summary

NLS operates a coordinated public education program which meets or exceeds the Standards. An extensive list of brochures, regularly published bibliographies, catalogs, public service announcements, magazine articles, news releases, exhibits and other publicity materials are produced and distributed free of charge to network libraries.

RECOMMENDATIONS

NLS meets the major standards for resource devleopment and user service. The following recommendations relate to ways that NLS might enhance its internal operation and service to the network.

PART 1. ORGANIZATION, ADMINISTRATION, BUDGET, AND PLANNING

- NLS should improve implementation of its clearing-house function by developing a systematic method for disseminating information about innovative programs at network libraries.
- The orientation for Network Division consultants should be consistent for all newly hired consultants so that each has a firm foundation for the position.
- NLS should request all network libraries receiving consultant visit reports to prepare a written response to the report.*
- NLS should revise the form for the annual survey to include definitions of data requested, and to follow a uniform format.

PART 2. PERSONNEL AND FACILITIES

- NLS should encourage network librarians to attend multistate center orientation and/or develop a videotape orientation about multistate centers.
- NLS should follow-up on the use of the handbook series to determine the level of use of the information.

*Implemented

PART 3. RESOURCE DEVELOPMENT

- NLS should consider alternative methods for informing braille readers of full range of BRA titles. The announcement of limited-production titles in the Braille Book Review creates a demand that cannot be satisfied in a timely manner.

PART 4. USER SERVICES

- NLS should establish full control over materials that are circulated to music and overseas readers by implementing check-in procedures.

- NLS should encourage the network to analyze unsolicited telephone calls and correspondence from patrons and to report trends and consumer concerns to NLS.